PERSONNEL

Index to Volume 33

No. 1	JULY, 1956	No. 4	JANUARY, 1957
No. 2	SEPTEMBER, 1956	No. 5	MARCH, 1957
No. 3	NOVEMBER, 1956	No. 6	MAY, 1957

*Articles**

ABSENTEEISM: EXPERIENCE WITH A LIBERAL PAID-ABSENCE PLAN. *By Helen I. Tucker and John F. Lotz.* January, p. 327

ACCIDENT-PRONE PERSONALITY, THE: A PRELIMINARY STUDY. *By Thomas N. Jenkins,* July, p. 29

Accident-Proneness: Fact or Fiction? May, p. 512

APPRAISING PROFESSIONAL PERSONNEL: ONE COMPANY'S EXPERIENCE. *By C. E. Gray.* March, p. 442

Automation, The Human Costs of. January, p. 314

Brainpower: How Much is Going to Waste? May, p. 511

Campus-Recruiting Aid, New. November, p. 213

Campus, The Personnel Man on the. March, p. 415

Collective Bargaining—1956 Model. September, p. 117

COLLECTIVE BARGAINING, HOW ONE COMPANY PREPARES FOR: A STEP-BY-STEP GUIDE. July, p. 58

COLLECTIVE BARGAINING, THE UNION BUSINESS AGENT LOOKS AT. *By Hjalmar Rosen and R. A. H. Rosen.* May, p. 539

COLLEGE GRADUATES EVALUATE JOB FACTORS, HOW. *By R. E. Barmeier and R. J. Kellar.* March, p. 490

COMMUNICATIONS RESEARCH, USING, IN INDUSTRY. *By Raymond S. Ross.* May, p. 514

CONTENTMENT OR MORALE? A CASE STUDY. *By Herbert E. Krugman.* March, p. 452

CONTRACT ADMINISTRATION, FRONT-LINE. *By William Karpinsky.* January, p. 379

Disability, The Burden of. May, p. 513

Discipline: Should the Supervisor Stick to the Rules? January, p. 317

Employees, Are You Getting Through to Your? March, p. 500

EMPLOYEE ATTITUDES: THE KEY TO BETTER COMMUNITY RELATIONS. *By R. S. Callvert.* November, p. 242

EMPLOYEE RELATIONS PROGRAM COST, HOW MUCH SHOULD AN? *By Dale Yoder and Roberta J. Nelson.* November, p. 214

Engineering Enrollment Shows Marked Rise. July, p. 28

ENGINEERS, MAKING MANAGERS OUT OF. *By George S. Odiorne.* November, p. 259

Engineer Turnover, Can Be Reduced? March, p. 474

Escalator Clauses and Deferred Increases—A BLS Survey. July, p. 86

EXECUTIVE AS LEADER, THE. *By Nathaniel Cantor.* November, p. 227

EXECUTIVE DEVELOPMENT PROGRAMS: SOME UNRESOLVED PROBLEMS. *By Chris Argyris.* July, p. 33

EXECUTIVE FUNCTIONS, COORDINATION AND CONTROL OF. *By James H. Healey.* September, p. 106

Feet, Industry's Aching. July, p. 32

* Titles set in italics denote "Strictly Personnel" items, brief articles, or abstracts.

Foreign Labor—A New BLS Series. July, p. 18
Foreman Compensation: Some New Findings. September, p. 103
Foremen Spend Their Time, How: Some AMA Findings. July, p. 5
FOREMAN RELATIONSHIPS OUTSIDE THE WORK GROUP. *By Frank J. Jasinski.* September, p. 130
FOREMAN TRAINING: A GRASS-ROOTS APPROACH. *By Leonard B. Brown.* September, p. 173
"Free Rider," The Case for the. March, p. 417
FRINGE BENEFIT EXPENDITURES, THE MEASUREMENT OF. *By Nelson M. Bortz.* July, p. 87
FRINGE BENEFITS: SOME NEGLECTED CONSIDERATIONS. January, p. 337
Group, The Wisdom of the. September, p. 102
"Hidden Payroll," Industry's: How It Has Grown. November, p. 210
INDUSTRIAL RELATIONS RESEARCH AT UNIVERSITIES: 1955-1956—PART I. September, p. 176
INDUSTRIAL RELATIONS RESEARCH AT UNIVERSITIES: 1955-1956—PART II. November, p. 286
INDUSTRIAL RELATIONS SALARIES AND RATIOS, 1956. *By Dale Yoder and Roberta J. Nelson.* July, p. 6
Insured Unemployed, The: New Data On. July, p. 48
Integrating the Non-White Worker: A Survey. September, p. 103
Interested Employee, New Light on the. January, p. 316
INTERVIEWERS, SELECTING AND TRAINING EMPLOYMENT. *By Milton M. Mandell.* July, p. 42
JOB DESIGN AND PRODUCTIVITY: A NEW APPROACH. *By Louis E. Davis.* March, p. 418
JOB POSTING, PROS AND CONS OF. *By Henry G. Pearson.* November, p. 272
Jury Duty—A Survey of Company Practices. November, p. 276
LABOR ARBITRATION AND THE INDUSTRIAL RELATIONS EXECUTIVE. *By Willard A. Lewis.* September, p. 163
LABOR CONTRACT, THE UNCOMMUNICATIVE. *By Louis Yagoda.* July, p. 82
Labor Developments Abroad, Roundup of. September, p. 140
Labor Market, New Light on The. September, p. 152
Layoff Procedures, Union Participation in. March, p. 481
Longer Life for American Workers. November, p. 258
MANAGEMENT DEVELOPMENT, FULFILLING INDIVIDUAL NEEDS IN. *By Joseph M. Trickett.* May, p. 520
MANAGEMENT RIGHTS AND ARBITRATION. *By Louis Newman.* January, p. 318
MANAGEMENT TRAINING: ORGANIZING THE COMMUNICATIONS "FLOW." *By E. L. Baab.* March, p. 457
MEDIATION, MANAGEMENT IN—A MEDIATOR'S VIEW. *By Rolf Valtin.* September, p. 118
MERGER, ARE THERE CRACKS IN THE? *By William Karpinsky.* July, p. 72
MERGER, CORPORATE, HANDLING THE PERSONNEL PROBLEMS OF A. *By L. Rene Gaiennie.* November, p. 267
Morale, Employee: How High Is Up? July, p. 3
Office Payroll, The Mounting. March, p. 416
Older Workers, Job Performance of. November, p. 285
Older Worker, The, Under Collective Bargaining. November, p. 212
PENSION COSTS AND THE EMPLOYMENT OF OLDER WORKERS. *By R. M. Peterson.* May, p. 563
PERSONNEL FUNCTION, THE, IN A MAJOR INDUSTRY. *By George W. Peak.* May, p. 577
PERSONNEL AND TRAINING GROUPS, LOCAL, DIRECTORY OF: 1957. January, p. 338. Supplementary Listing, March, p. 456
PERSONNEL PROGRAM, SECURING ACCEPTANCE OF THE. September, p. 136
PERSONNEL STAFF AND THE LINE ORGANIZATION. *By Louis A. Allen.* November, p. 236
PERSONNEL STAFF, HOW THE, CAN SERVE LINE MANAGEMENT. *By James D. Perley.* May, p. 546
PROBLEM DRINKER ON THE JOB, IDENTIFYING THE. *By Harrison M. Trice.* May, p. 527
PRODUCTION WORKER, TOMORROW'S: IS INDUSTRY MISSING ITS BEST BETS? *By John W. Parsons and Robert F. Peck.* March, p. 495
Profile of the Personnel Job. May, p. 510

PROJECTIVE TECHNIQUES, THE USE OF IN MANAGEMENT SELECTION. *By Erwin K. Taylor and Edwin C. Nevis.* March, p. 462
READING FOR SUCCESS. *By Lee Belcher.* September, p. 202
READING-IMPROVEMENT PROGRAM, ORGANIZATION AND EVALUATION OF A. *By Arthur D. Kallen and Gene Kyser.* September, p. 141
Recruitment, Executive: Some Pointers for Personnel Staffs. March, p. 414
RESERVE FORCES ACT, THE EMPLOYER AND THE. *By A. Theron Baldwin.* September, p. 149
RETIREMENT, COMPULSORY, BARGAINING ON. *By Seymour P. Kaye and Jack B. Levitt.* September, p. 153
Safety First? July, p. 4
Satisfied Employee, The: Still Management's Best Bet. September, p. 105
SENIORITY—A CHANGING CONCEPT? *By Philomena Marquardt Mallady.* July, p. 78
Shorter Hours—Or Unemployment? Forecast for 1965. March, p. 414
Specialist vs. Generalist: A Topside View. July, p. 2
STANDARDS, PERSONNEL: A KEY PROBLEM IN SELECTION AND PLACEMENT. *By Joics B. Stone.* March, p. 475
Suggestion System, Running the: A Survey of Company Practices. September, p. 208
SUMMER-EMPLOYMENT PROGRAM, HOW TO RUN A. *By Wilbur A. Lewis.* May, p. 571
Supervisor's Job, Defining the: An AMA Survey. January, p. 314
SUPERVISORY COMMUNICATIONS: A DO-IT-YOURSELF PROGRAM. *By Robert Newcomb and Marg Sammons.* July, p. 49
SUPERVISORY COMPENSATION—AN INTERIM REPORT. *By Dean H. Rosensteel.* January, p. 354
SUPERVISORY PERFORMANCE, DEVELOPING A YARDSTICK OF. *By Ludwig Huttner and Raymond A. Katzell.* January, p. 371
SUPERVISORY POSITIONS, INFORMAL REQUIREMENTS FOR. *By Howard M. Vollmer and Jack A. Kinney.* March, p. 431
SUPERVISORY SELECTION, SOME NEGLECTED ASPECTS OF. *By Frank J. Jasinski.* March, p. 482
SUPERVISORY TRAINING, EVALUATING THE RESULTS OF. *By Paul C. Buchanan.* January, p. 362
SUPERVISORY TRAINING: THE CONFERENCE METHOD. *By Ludwig Huttner and John Zimmerman.* November, p. 250
Technical Salaries: AMA's Latest Survey. November, p. 210
TESTS IN SELECTING KEY PERSONNEL, USES AND MISUSES OF. *By Herbert H. Meyer and Joseph M. Bertotti.* November, p. 277
Time Off with Pay. May, p. 511
Training Laboratory in Group Development, 1957 Sessions of. March, p. 460
TRAINING, MANAGEMENT, THE EXPERIMENTAL EVALUATION OF: PRINCIPLES AND PRACTICE. *By Daniel M. Goodacre III.* May, p. 534
TRAINING, PRE-MANAGEMENT: ONE COMPANY'S PROGRAM. *By Willard E. Bennett.* July, p. 19
TRAINING, VESTIBULE: SOME POINTERS FROM BRITISH EXPERIENCE. *By Aileen C. Rotheram.* May, p. 550
UNIONISM, WHAT UNION MEMBERS THINK OF. *By Walter H. Uphoff and Marvin D. Dunnette.* January, p. 347
Unionism, White-Collar—A Bigger Fringe Package? January, p. 315
Union Members and Unionism. November, p. 211
Womanpower: A Survey of Changing Employment Patterns. May, p. 562
WORK SIMPLIFICATION: PUTTING THE PROGRAM OVER. *By Lou Backer.* May, p. 567
Worker Facts and Figures: A New Source-Book. November, p. 212
Work Injuries in 1956. May, p. 526
Work Stoppages—1955. November, p. 303
Work, Why People: An Attitude Survey. January, p. 326
YARDSTICKS TO MANAGEMENT, APPLYING. *By Thomas Mahoney, Wallace Dohman, and Thomas Jerdee.* May, p. 556

The Authors

ALLEN, LOUIS A. *Personnel Staff and the Line Organization.* November, p. 236

ARGYRIS, CHRIS. *Executive Development Programs: Some Unresolved Problems.* July, p. 33

BAAB, E. L. *Management Training: Organizing the Communications "Flow."* March, p. 457

BACKER, LOU. *Work Simplification: Putting the Program Over.* May, p. 567

BALDWIN, A. THEBON. *The Employer and the Reserve Forces Act.* September, p. 149

BARMEIER, R. E., AND KELLAR, R. J. *How College Graduates Evaluate Job Factors.* March, p. 490

BELCHER, LEE. *Reading for Success.* September, p. 202

BENNETT, WILLARD E. *Pre-Management Training: One Company's Program.* July, p. 19

BORTZ, NELSON M. *The Measurement of Fringe Benefit Expenditures.* July, p. 87

BROWN, LEONARD B. *Foreman Training: A Grass-Roots Approach.* September, p. 173

BUCHANAN, PAUL C. *Evaluating the Results of Supervisory Training.* January, p. 362

CALLVERT, R. S. *Employee Attitudes: The Key to Better Community Relations.* November, p. 242

CANTOR, NATHANIEL. *The Executive as Leader.* November, p. 227

DAVIS, LOUIS E. *Job Design and Productivity: A New Approach.* March, p. 414

GAIENNIE, RENE L. *Handling the Personnel Problems of a Corporate Merger.* November, p. 267

GOODACRE, DANIEL M., III. *The Experimental Evaluation of Management Training: Principles and Practice.* May, p. 534

GRAY, C. E. *Appraising Professional Personnel: One Company's Experience.* March, p. 442

HEALEY, JAMES H. *Coordination and Control of Executive Functions.* September, p. 106

HUTTNER, LUDWIG, AND KATZELL, RAYMOND A. *Developing a Yardstick of Supervisory Performance.* January, p. 371

HUTTNER, LUDWIG, AND ZIMMERMAN, JOHN. *Supervisory Training: The Conference Method.* November, p. 250

JASINSKI, FRANK J. *Foreman Relationships Outside the Work Group.* September, p. 130

JASINSKI, FRANK J. *Some Neglected Aspects of Supervisory Selection.* March, p. 482

JENKINS, THOMAS N. *The Accident-Prone Personality: A Preliminary Study.* July p. 29

KALLEN, ARTHUR D., AND KYSER, GENE. *Organization and Evaluation of a Reading-Improvement Program.* September, p. 141

KARPINSKY, WILLIAM. *Are There Cracks in the Merger?* July, p. 72

KARPINSKY, WILLIAM. *Front-Line Contract Administration.* January, p. 379

KAYE, SEYMOUR P., AND LEVITT, JACK B. *Bargaining on Compulsory Retirement.* September, p. 153.

KRUGMAN, HERBERT E. *Contentment or Morale? A Case Study.* March, p. 452

LEWIS, WILBUR A. *How to Run a Summer-Employment Program.* May, p. 571

LEWIS, WILLARD A. *Labor Arbitration and the Industrial Relations Executive.* September, p. 163

MAHONEY, THOMAS A., DOHMAN, WALLACE, AND JERDEE, THOMAS. *Applying Yardsticks to Management.* May, p. 556

MANDELL, MILTON M. *Selecting and Training Employment Interviewers.* July, p. 42

MEYER, HERBERT H., AND BERTOTTI, JOSEPH M. *Uses and Misuses of Tests in Selecting Key Personnel.* November, p. 277

MULLADY, PHILOMENA MARQUARDT. *Seniority—A Changing Concept?* July, p. 78

NEWCOMB, ROBERT, AND SAMMONS, MARC. *Supervisory Communications: A Do-It-Yourself Program.* July, p. 49

NEWMAN, LOUIS. *Management Rights and Arbitration.* January, p. 318

ODIORNE, GEORGE S. *Making Managers Out of Engineers.* November, p. 259

PARSONS, JOHN W., AND PECK, ROBERT F. *Tomorrow's Production Worker: Is Industry Missing Its Best Bets?* March, p. 495

PEAK, GEORGE W. *The Personnel Function in a Major Industry.* May, p. 577
PEARSON, HENRY G. *Pros and Cons of Job Posting.* November, p. 272
PERLEY, JAMES D. *How the Personnel Staff Can Serve Line Management.* May, p. 546
PETERSON, R. M. *Pension Costs and the Employment of Older Workers.* May, p. 563
ROSEN, HJALMAR, AND ROSEN, R. A. H. *The Union Business Agent Looks at Collective Bargaining.* May, p. 539
ROSENSTEEL, DEAN H. *Supervisory Compensation—An Interim Report.* January, p. 354
ROSS, RAYMOND S. *Using Communications Research in Industry.* May, p. 514
ROTHERAM, AILEEN C. *Vestibule Training: Some Pointers from British Experience.* May, p. 550
STONE, JOICS B. *Personnel Standards: A Key Problem in Selection and Placement.* March, p. 475
TAYLOR, ERWIN K., AND NEVIS, EDWIN C. *The Use of Projective Techniques in Management Selection.* March, p. 462
TRICE, HARRISON M. *Identifying the Problem Drinker on the Job.* May, p. 527
TRICKETT, JOSEPH M. *Fulfilling Individual Needs in Management Development.* May, p. 520
TUCKER, HELEN I., AND LOTZ, JOHN F. *Absenteeism: Experience with a Liberal Paid-Absence Plan.* January, p. 327
UPHOFF, WALTER H., AND DUNNETTE, MARVIN D. *What Union Members Think of Unionism.* January, p. 347
VALTIN, ROLF. *Management in Mediation—A Mediator's View.* September, p. 118
VOLLMER, HOWARD M., AND KINNEY, JACK A. *Informal Requirements for Supervisory Positions.* March, p. 431
YAGODA, LOUIS. *The Uncommunicative Labor Contract.* July, p. 82
YODER, DALE, AND NELSON, ROBERTA J. *How Much Should an Employee Relations Program Cost?* November, p. 214
YODER, DALE, AND NELSON, ROBERTA J. *Industrial Relations Salaries and Ratios, 1956.* July, p. 6